

LESSONS LEARNED FROM HUMAN RESOURCES MANAGEMENT SYSTEM

Presented at Information Services Board meeting on ISB September 14, 2006

Must have strong and unwavering state leadership and executive support

The Co-Director's (DOP and DIS) ownership and active engagement in the project was supported by the Governor. This allowed both directors to hold the other agency directors accountable for implementation success at their respective agencies.

Funding should include change management and follow-on maintenance

In addition to the work of human resource and payroll staff, agency leadership and good communication were critical components of a successful transition to HRMS. Timely, accurate information about HRMS and its impact in agencies was critical to support employees through transition. Additional staff are needed at the user agencies to ensure day-to-day operations are not harmed and staff can be dedicated to the project.

Users need to be intimately involved in training and business process reviews

User involvement and understanding of the project is critical for ultimate success. By involving users in the business process review and by providing adequate training, users are provided the opportunity to better understand the impact of legal, policy and process changes in their organizations.

Users need to be involved in identifying the business requirements and "owning" agency needs to understand what the business requirements are and the problems to be solved through clear business objectives.

Project success can only be realized if the enterprise direction is understood. Law, policy, process, and systems must align to the enterprise and business objectives of the project.

Scope creep and expansion needs to be tightly controlled

Processes need to be in-place that allow project staff to assess the impact that change requests will have on the project. Key decisions were sometimes made without sufficient input.

Need to plan for knowledge transfer to state staff

As with any new system, it takes time to gain the proficiency and confidence to troubleshoot tough issues. During the time users are getting comfortable in the new system environment, system tasks and transactions may take longer to complete as a result of unfamiliar or additional steps.

Consider phased implementation for significant enterprise projects

Phased implementation allowed the team to effectively leverage the scarce expert state resources and enabled them to focus on the most critical tasks. The phased rollout also enabled the project to support the application at go-live while the state resources transitioned into their future roles.

Retention of key resources

Over the project lifecycle, many employees from other agencies participated in the project to assist in the testing efforts. DOP was able to successfully recruit a number of these resources to join DOP permanently. These transfers now comprise the backbone of the production support efforts.